



Hendry County Sheriff's Office

General Order 18.1

TITLE: Employee Development & Training	SHERIFF'S APPROVAL: Digital
ORIGINATION DATE: October 10, 2018	REVISION DATE: May 23, 2019
RELATED REFERENCES: <i>Florida Administrative Code 11B-20, CJSTC Rule 11B-27.00212, §112.061, F.S., §943.22, F.S., §938.15, F.S.</i>	
CFA: <i>10.01, 10.02M, 10.03M, 10.04M, 10.05M, 10.06M, 10.08, 10.09M, 10.10M, 10.11M, 10.12M</i>	
REVIEW FREQUENCY: 3 YEARS	DATE OF NEXT REVIEW: May 23, 2022

I. PURPOSE: The purpose of this order is to establish policy/procedure for training and employee development..

II. SCOPE: This order shall apply to all sheriffs' office members.

III. POLICY:

- A. The Hendry County Sheriff's Office provides career development options designed to enhance the opportunity for all employees to achieve career goals.
- B. Employee Development
 - 1. The Sheriff's Office promotes and encourages growth, development, and professionalism of employees to increase an employee's potential for success. Career assistance is provided to all employees.
 - 2. New Employee Orientation
 - a. All newly hired agency employees will receive orientation. The orientation includes HCSO's role, purpose, goals, accreditation standards and process, policies and procedures, regulations and responsibilities, working conditions, rights of employees, grievance and disciplinary procedures.
 - 3. Transfer to Specialized Areas and Assignments
 - a. Supervisors are to encourage their employees to compete for specialized assignments and submit requests for specialized training courses related to those assignments.
 - b. All employees must complete a one-year probationary period before becoming eligible for transfer to specialized assignments, unless the specialized assignment requires a lengthier period of time. Eligibility criteria for positions are provided on the vacancy postings. These requirements do not usurp the right and authority of the Sheriff in staffing positions based on the good or immediate needs of the agency.

- c. Once sworn employees meet the specific criteria, they may apply for specialized assignments.
- 4. Employees interested in developing skills to work in other areas of the agency may contact the Training Liaison to determine if they meet eligibility criteria and/or require training. Employees are encouraged to contact supervisors to gain a better understanding of the duties and skills involved in other jobs or assignments.
- 5. Cross – Training (TDY) Assignments
 - a. Some civilian positions and all sworn positions provide opportunities for employees to cross-train outside the scope of their normal duties.
 - (1) Civilian Employees
 - a. When practical, supervisors are to encourage civilian employees to learn the jobs and functions of other employees within their division and section. Such cross training within an organizational component is approved at the discretion of the command-level supervisor. Non-probationary civilian employees interested in learning the duties and functions of other positions within their division are to contact their supervisor upon successful completion of their probationary period.
 - b. Employees may be provided an opportunity to change or increase the scope of their job duties, to provide employee training and mentoring, and/or to temporarily meet the enforcement needs of a command or unit.
 - c. Employees participating in cross training programs within a division can be assigned by that respective command-level supervisor to another unit assignment to improve performance, to assist in meeting career goals, or to meet a temporary need of the agency. Employees participating in cross training programs outside their respective division must have the approval of both the respective supervisors and chain of command.
 - d. Employees entering into cross training positions (except when assigned as remedial training) are required to meet the same eligibility criteria as those employees that are permanently assigned to those positions.
 - e. Employees wishing to participate in a cross training program, as part of a career goal, are to provide written notice of their interest via their chain of command to their command-level supervisor. Assignments to a TDY position are not guaranteed to any employee. Based on the needs of the unit, the consideration for selection are: the past performance of the employee, the employee's career goals, and the personnel resource needs of the Sheriff's Office.
 - f. The cross training assignment is limited to 180 days unless extensions are approved by the Sheriff. Cross training progress and completion will be documented.
 - g. No assignment or special pay is associated with cross training positions.
 - h. Upon completion of the TDY, the unit supervisor will complete a performance appraisal encompassing the period of such assignment.
- 6. Employees on probation due to promotion or transfer to a new position, may not apply for a cross training position until they have satisfactorily completed their probationary period in the new position.

C. Internal and External Scholarships

1. For an employee or applicant who is awarded a scholarship, the Sheriff's Office pays the cost of tuition, books, and lab fees at a certified law enforcement or corrections academy.
2. Employees or applicants who accept an internal or external scholarship agree to abide by the terms and conditions stated in either the Employment Contract between the Hendry County Sheriff's Office and Law Enforcement Deputy Trainee or Employment Contract Between the Hendry County Sheriff's Office and Corrections Deputy Trainee.
3. Internal Scholarship
 - a. The Chief Deputy or designee receives applications from permanent employees of the Sheriff's Office who desire to enroll in a certified law enforcement or corrections academy. Employees awarded a scholarship to attend a law enforcement or corrections academy will enter into a contractual agreement to forfeit any rights to reassume a previously held classified position should they not complete a probationary period as a classified deputy sheriff or corrections deputy.
4. External Scholarship
 - a. In furtherance of the commitment of the Sheriff's Office to afford equal employment opportunities to all segments of the community, the Sheriff provides required educational training to non-certified members of a protected class in order to ensure recruitment and placement of protected class applicants in sworn law enforcement positions. The application for scholarship stipulates that the applicant agrees at the beginning of the process to accept a position as a deputy with the Sheriff's Office if approved for a scholarship and all conditions outlined herein are satisfied.
5. A screening committee designated by the Sheriff evaluates all applications received and reports to the Sheriff recommending approval or disapproval.
6. The number of scholarships awarded is determined by funds available for education.
7. Except for designated deputy and corrections trainees, the hours of attendance at a law enforcement academy is not considered as on-duty compensated time. If an employee chooses to attend class during his/her scheduled workday, such time must be charged to annual leave or other eligible leave.
8. Upon successful completion of the state exam, the scholarship recipient is classified as a Deputy Sheriff Trainee or Corrections Deputy Trainee with the Sheriff's Office.

D. Salary Incentives Program

1. Sworn Employees: HCSO participates in the Florida Criminal Justice Standards and Training Commission (Commission) Incentive Program.
 - a. The current pay for career incentive courses and education is outlined in Florida Statutes 943.22. Supporting documentation must be provided in order to receive payment for courses and educational degrees. A certificate showing completion of the approved career incentive courses and/or an official sealed transcript showing the type of degree and the date the degree was awarded are considered supporting documentation.

2. No Sworn Deputy with less than two years can attend agency funded specialized training unless the course is related to duties and attendance is approved by the Sheriff.

E. Training

1. Training Liaison's Responsibilities

- a. Ensure that current training/school availability lists are properly posted for all employees.
- b. Coordinate with Division Training Coordinators to ensure required training is accomplished.
- c. Forward all required training requests/documentation to the Chief Deputy or designee.

2. Employees' Responsibilities

- a. Attend trainings as scheduled.
- b. Upon training completion, forward via email, copy of certificate or documentation to training@hendrysheriff.org.
- c. Notify facilitator of any conflicts that would impede attendance of scheduled training.
- d. Absences
 - (1) Attendance at FDLE certified courses must be 100%; absences are not allowed.
 - (2) For all other in-service training courses, absences are not to exceed more than 10% of the course. Provisions for make-up are approved by the Training Director.
- e. Training attendance is considered as any other assigned or scheduled duty. Absences require advance notification to the employee's immediate supervisor, with explanation for the absence, e.g. employee illness, court appearance, or other valid reason. Supervisors have the authority to approve or disapprove the absence. The employee's supervisor is to immediately notify the facilitator or Training Director of any missed training.

3. Agency Instructors

- a. Agency employees are selected as instructors/trainers based on their: desire to instruct, subject matter knowledge and experience, instructional ability, and recommendations of staff and peers.
- b. Selection is accomplished upon recommendation of the candidate's supervisor to the Division Lieutenant. The Division Lieutenants, Captain, and HCSO Training Liaison shall convene and examine the candidate's qualifications. The Sheriff shall have the final approval of all HCSO instructors.
- c. The minimum knowledge, skills and ability required to be an instructor are:
 - (1) Current certification from CJSTC in accordance with Florida Administrative Code 11B-20 to instruct in CJSTC-approved training courses to include high-liability topics.
 - (2) Successful completion of an Instructor Techniques Course.
 - (3) Ability to complete a lesson plan and identify performance objectives.

- (4) Familiarization with instructional techniques, testing and evaluation techniques, and resource availability and use.
 - d. Certified instructors receive retraining and updates regarding instructional changes or specific instructional problems of the agency upon availability and agency needs.
4. Outside Instructors
- a. The Training Liaison receives the anticipated expenses of a program/course from outside instructors prior to approval. The information and program is submitted to the Chief Deputy for evaluation and final approval.
 - b. Outside instructors are selected based upon a review of their knowledge, skills, ability and educational credentials.
 - c. Outside instructors are expected to provide copies of the syllabus and/or objectives and all handouts for the course.
 - d. Students attending the course evaluate outside instructors in writing.
5. Lesson Plans
- a. The Training Liaison receives and maintains all lesson plans. Lesson plans are reviewed for content and applicability to current standards, prior to class scheduling.
 - b. The lesson plan format includes:
 - (1) Title of the training
 - (2) Name of the Instructor
 - (3) Length of the training
 - (4) Goals of the training
 - (5) A statement of performance and job-related objectives
 - (6) Training content
 - (7) Appropriate instructional techniques (training resources required, training slides, audiovisual equipment, hand-out material, etc)
 - (8) Format of how the class will be conducted
 - (9) Tests/Exams to be used, and criteria for pass/fail.
6. Testing Procedures
- a. Scoring
 - (1) High liability courses – Score of 80% or higher

- (2) All other training courses – A minimum score of 80% for written testing and a “pass” score on practical exercise testing.
- b. Copies of all test materials, to include written tests, test keys, practical exercise scenarios, evaluation of Instructor(s)/course form are kept with the course file by the Training Coordinator.

7. Documentation of Training

- a. Attendance Roster form - it is the course instructor’s responsibility to ensure each student signs the roster.
- b. The Training Liaison maintains the training records of all Agency employees and updates the training records as necessary, to include:
 - (1) Date of training
 - (2) Type of training/course title
 - (3) Length of the training
 - (4) Location of the training
 - (5) Instructor printed name
 - (6) Instructor signature
- c. The Training Liaison maintains records on all in-service courses, to include formal roll-call training. This course file includes;
 - (1) course announcement
 - (2) Attendance roster – includes all instructors that taught the course, title, date, length, and location
 - (3) lesson plan
 - (4) handout material
 - (5) other evaluation/documentation tools
 - (6) instructor notes
 - (7) written tests or other evaluation tools
 - (8) course evaluation forms completed by students
 - (9) instructor evaluation forms completed by students

8. Training Funds

- a. Allowable training includes criminal justice education degree programs and training courses that directly benefit the officer’s job, in accordance with Florida Statutes 938.15.

- b. Training funds can be used for the training of law enforcement officers and appropriate support employees when it can be demonstrated that these employees directly support the criminal justice function.
- c. Training funds can be used for reasonable per diem and travel expenses as provided in, *GO 8.2: Travel and Per Diem and Florida Statutes 112.061*.
- d. Training funds can be used to provide training for law enforcement officers in the area of crime reduction, crime control, inmate control, or professional development.
- e. The Sheriff has sole authorization to expend training funds.
- f. Members may request specialized or advanced courses upon completing two years of service with HCSO.

9. Training Request Form

- a. Each time an employee attends an academy or out of county training course, seminar, conference, workshop, or other approved training function:
 - (1) A Training/Travel Request form is completed by the employee and forwarded through the chain of command to the Chief Deputy or designee.
 - (2) Training/Travel Requests received by the Chief Deputy or designee less than 10 days before the training are denied absent extenuating circumstances.
- b. The CID Captain is the liaison between the Hendry County Sheriff's Office and the Law Enforcement Academy. Employees are not authorized to contact any training academy to reserve seats for attendance. The Training Liaison coordinates attendance arrangements.
 - (1) Civilians are limited in the types of classes they may attend at law enforcement academies when the courses are those approved by the Criminal Justice Standards and Training Commission (CJSTC). The agency abides by CJSTC regulations governing these classes.
- c. Training Requests/Reserved Seats – The Training Liaison reserves seats for employees attending agency approved training.
- d. All Training /Travel Requests are to have a course flyer, brochure, agenda, Per Diem Request and hotel information attached for processing.

10. Training Reimbursements – It is the intent of the Agency to provide for the costs incurred when an employee attends approved training outside of Hendry County. Meals, lodging, and costs associated with out-of-county training are to conform to the guidelines established in Procedure 200.20: Meal Reimbursement and Travel.

11. Training/Classroom Conduct and Dress Code

- a. Conduct
 - (1) Sheriff's employees engaged in training activities approved by HCSO are considered on-duty and are to conduct themselves in accordance with HCSO standards of conduct. Employees attending training activities conducted by the Agency, other agencies, or institutions are not to engage in any conduct that constitutes neglect of duty or that is likely to adversely affect the discipline, good order or reputation of the Agency.

b. Dress Code

- (1) On-duty classroom attire will consist of either the duty uniform or casual business attire.
- (2) Employees are to attend in-service training activities in the attire normally worn when reporting for duty unless directed otherwise by the Division Training Coordinator.
- (3) Employees attending activities offered by other agencies or institutions are to ascertain and comply with the dress code authorized for the course.

c. Conduct/Dress Code Violations – Violations are handled in accordance with established guidelines defined in *GO 11.2: Disciplinary Actions/Procedures*.

12. When appropriate, the Training Liaison notifies the Florida Department of Law Enforcement Criminal Justice Standards and Training Commission of course work that is eligible for credit under the mandatory retraining program.

13. In-Service and Pre-Service Training

- a. The agency provides a variety of in-service training opportunities annually, through the Training Unit and local training centers, seminars, colleges, and academy training. In-service training opportunities are announced on PowerDMS, HCSO Intranet or by the Division Training Coordinator.
- b. Employees interested in specific in-service training not found on the Intranet and/or PowerDMS are to contact the Division Training Coordinator for additional assistance and information.
- c. In-service skill development training is provided prior to and within one year following promotions of all supervisors and managers.
- d. Mandatory in-service training programs are used to train or refresh employees on the duties and responsibilities of jobs currently being performed and to enhance the basic skills of all employees.
 - (1) Mandatory training classes required by CJSTC are offered for sworn employees.
 - (2) The use of force training for sworn employees is conducted annually, according to CJSTC Rule 11B-27.00212, which includes the CJSTC topics: Scenario-based firearms training, less-lethal force options available within the agency, agency policies on use of force training, and legal aspects regarding use of force training.
 - (3) Mandatory training of CPR / First Aid will be conducted, at minimum, biannually, for all sworn personnel and for civilian members supervising trustees.
- e. Mandatory training for supervisory and management staff is provided on a continual basis as dictated by resources and available courses.
- f. Newly promoted or appointed first line sworn supervisors participate in supervisory training within 12 months of promotion.
- g. In-service training for civilian employees who act in quasi-law enforcement capacities (e.g., Crime Prevention Officer, Jail Booking Tech, etc.) covers legal aspects and safety issues, as

well as aspects of their job assignment. For civilian employees who regularly deal with citizens, in-service training stresses effective communication skills, with emphasis placed on the importance of their role as a representative of the agency.

14. Specialized Training:

- a. Specialized training is provided for those positions that require training beyond the basic courses for sworn employees. Unit supervisors are to ensure that the training of employees transferred or assigned to a specialized position is initiated within 30 days of the assignment or transfer, if possible. The amount and content of training depends on the particular unit or function. The supervisor of the unit is responsible for:
- b. Briefing newly appointed members concerning management, supervision, policies, and support services of that particular assignment.
- c. Ensuring that specialized positions/employees are properly trained to safely, competently, and legally perform expected duties.
- d. Specialized training for members includes, but is not limited to the following:
 - (1) Development and/or enhancement of the knowledge, skills and abilities particular to the specialization
 - (2) Management, administration, supervision and leadership of that unit or function
 - (3) Performance standards of the function or unit
 - (4) Sheriff's Office policies and procedures specifically related to the function or unit
 - (5) Supervised on-the-job training

15. Units or functions with sworn positions that require specialized training include, but are not limited to:

- a. AG
- b. Court Security
- c. Dive Team
- d. Field Training and Evaluation Program
- e. Gang Unit
- f. Honor Guard
- g. Investigative Unit
- h. K-9
- i. Marine
- j. Narcotic Detectives

- k. School Resource Officer and School Guardian
 - l. Special Response Team (SRT)
16. Civilian Positions that require specialized training prior to assuming the responsibilities include:
- a. Accreditation Manager
 - b. Jail Booking Technician
 - c. Crime Prevention Practitioner
 - d. Crime Scene Technician
 - e. Evidence Technician
 - f. Fingerprint Technician
 - g. Telecommunications Officer
17. Other units that contain positions that require specialized training (job specific training/certifications post-hire) include:
- a. School Crossing Guards
 - b. Victim Services Unit
18. Remedial Training
- a. Remedial training is conducted whenever an employee fails to meet the minimum requirements through observation, discipline, testing, performance evaluation, or performance in an in-service training class. The criteria for requiring an employee to attend remedial training include:
 - (1) Agency/employee liability
 - (2) Employee failed qualification with weapon
 - (3) Employee performance unsatisfactory
 - (4) Employee to receive remedial training as part of a formal or informal disciplinary action.
 - (5) Inability to complete basic physical movements as required by job description.
 - (6) The types of in-service remedial training available includes, but is not limited to:
 - (7) Safe vehicle operation
 - (8) Human diversity
 - (9) Weapons
 - (10) A repeat of the initial training (in full or part) or more detailed and slower-paced instruction.

- (11) Remedial training is scheduled at the earliest available date immediately following the training class or circumstance requiring the remedial training. If rescheduling is necessary, the remedial training should begin within 30 days and be completed within 90 days. Remedial training for firearms is held in accordance with Procedure 500.55: Weapons
- (12) Employees are not to be released from remedial training until the required minimum skills are achieved. Failure to achieve the minimum skill level is to be documented, reported to supervisory authority, and may be cause for reassignment, termination, or other administrative action(s).
- (13) Employees who fail to participate, do not show an effort, or do not respond to remedial training may be subject to discipline, reassignment, or lower evaluations when the training is job-related and necessary. The employee's supervisor is notified in a timely manner of unsuccessful remedial training.
- (14) Completed documentation of remedial training is forwarded to the Training Liaison for placement in the employee's training file or record and the computer database. Training Liaison will notify Human Resources.

19. Division Level Training

- a. Each Division Captain will select a Division Training Coordinator whose purpose is to provide specific training pertaining to their particular classification.
- b. The Division Training Coordinator shall function autonomously of the Training Unit answering to and responsible for, the Division Captain and training needs assigned by that captain.
- c. In Divisions absent a captain, the Sheriff or Chief Deputy will name the Division Training Coordinator upon consultation with the Division Lieutenants.
- d. The Training Unit shall act as a support function to the Divisions and HCSO as a whole. Upon request of a Division Training Coordinator for use of HCSO training aids, HCSO Training Center, HCSO Firing Range, ammunition, etc., the HCSO Training Liaison will arrange receipt of same and fill the request expeditiously.
- e. Division level training documentation will be retained by the HCSO Training Unit with copies maintained at the division level.

V. GLOSSARY:

CAREER DEVELOPMENT – A process utilized to provide opportunities for employee growth, development, and enhancement as well as organizational benefits including enhanced performance, reduced attrition and increased women and minority representation at all levels in the agency.

CRIMINAL JUSTICE STANDARDS AND TRAINING COMMISSION – State agency that sets the standards for law enforcement employees.

DIVISION TRAINING COORIDNATOR – A qualified member of each division within the agency to provide training, specific to their classification, and to work jointly with the Training Liaison to ensure all lesson plans meet current standards and that mandatory training is completed.

FDLE – Florida Department of Law Enforcement, a statewide investigative agency.

IN-HOUSE TRAINING – Training conducted or hosted by Training Unit and coordinated by the Division Training Coordinator. This includes high liability courses, roll call training, and specialized training.

IN-SERVICE TRAINING – Training beyond and in addition to recruit training. This includes periodic retraining, refresher training, specialized training, career development, promotional training, advanced training, in-house training, and roll-call training.

LESSON PLAN – Establishes the purpose of the instruction, sets forth the performance objectives, relates the training to critical job tasks, identifies the matters that may be taught, and specifies the method of testing or evaluating students.

MANDATORY TRAINING – Mandated training through Federal, State or the Hendry County Sheriff's Office.

SALARY INCENTIVE BENEFITS – An additional amount of money awarded when specific criteria is met.

SQUAD LEVEL TRAINING – Training designed to update and improve the skills of Agency employees through short sessions of instruction, during designated squad training times. This training may be conducted by Squad Sergeant, Lieutenant, Division Captain or designee. Training rosters must be retained in the Training Unit with copies in the Division.

TRAINING LIAISON – Is the liaison between HCSO and Law Enforcement Academies, coordinating attendance arrangements for authorized training, and ensuring current training availability lists are properly posted. The Training Unit will provide support to the Division Training Coordinator to ensure lesson plans are applicable to current standards, and that mandatory training is completed.

Your electronic signature in Power DMS acknowledges you have read this policy and understand it.